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ABSTRACT

This booklet is designed to assist persons who are beginning to work as community organizers. Community organization follows certain patterns: (1) The organizer must enter the neighborhood and learn about its people and problems in the community; (2) The people then get together to form Neighborhood Councils to work on the specific problems of their neighborhood; (3) These councils develop strength through successfully dealing with neighborhood problems. A community is defined as an area where people live and/or a group of people who have common interests. Organization is defined as combining different people into one working body. The overall purpose of community organization is to form a group that can take action on community problems. Guidelines in this handbook are given basically to help the poor help themselves. Ways of securing funds and acting effectively politically are described. (CK)

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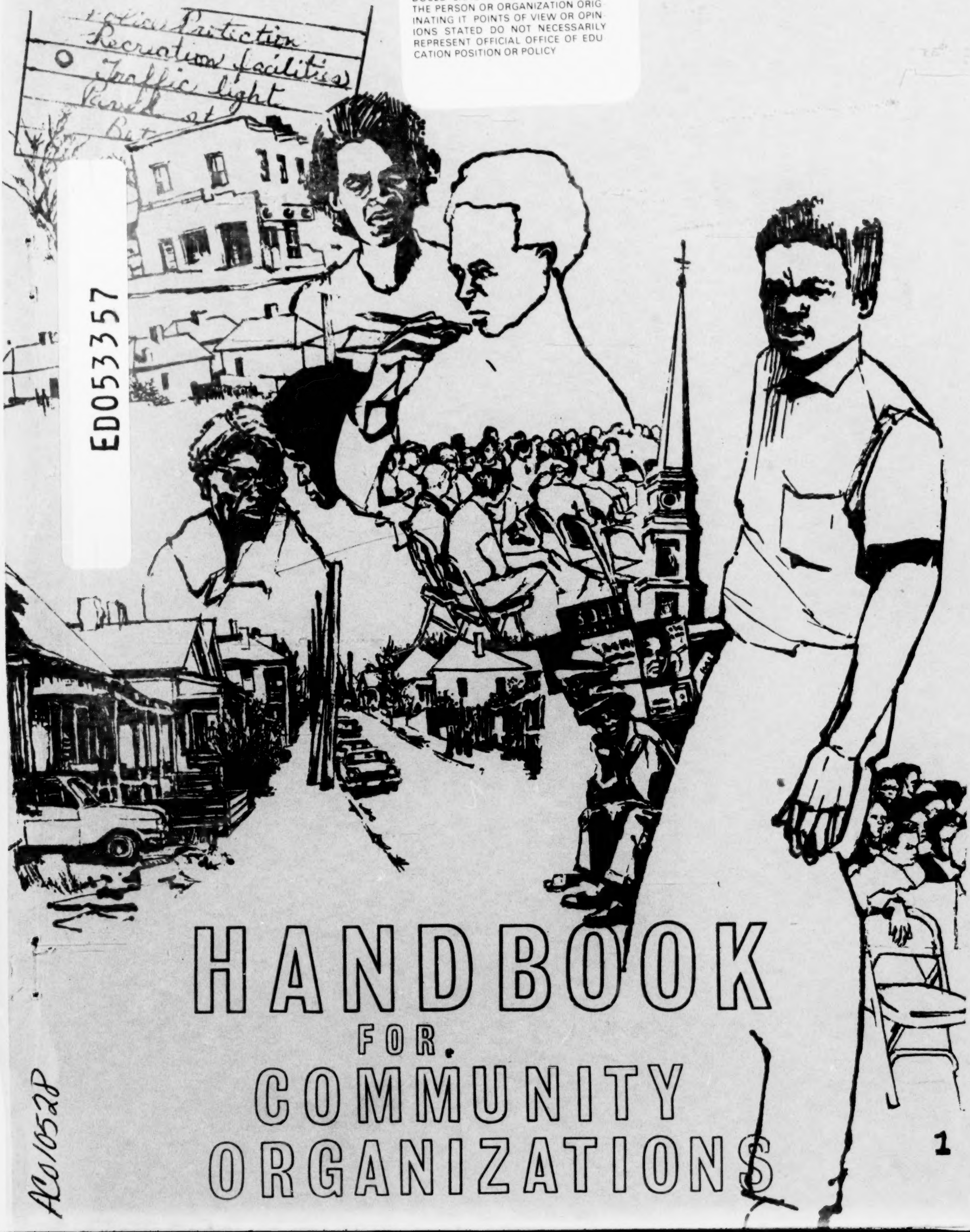

HANDBOOK
FOR
COMMUNITY ORGANIZATIONS

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HANDBOOK

FOR

COMMUNITY ORGANIZATION

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NOTE

This booklet is designed to assist persons who are beginning to work as Community organizers.

The staff of the Foundation for Community Development has found through its experience that community organization follows certain patterns:

(1) The organizer must enter the neighborhood and learn about its people and problems in the community.

(2) The people then get together to form Neighborhood Councils to work on the specific problems of their neighborhood.

(3) These councils develop strength through successfully dealing with neighborhood problems.

WHAT IS COMMUNITY ORGANIZATION?

First of all, we should define what we mean by "community." We are going to use "community" to mean two things:

1. It can be a certain area where people live.
2. A community can be a group of people who have shared common goals or interests. (Example: All of the people on the welfare belong to the welfare community.)

The second word to be defined is "organization." Organization simply means getting something together. For our purposes it means:

1. Combining different people or groups into one working body.
2. Bringing people or groups together for various reasons who have been seperated.

But community organization means much more than getting people together. There must be a purpose. The overall purpose is to form a group that can take action on community problems. Effective community organization implies that you will create a group that doesn't just sit around and talk about how bad things

are. The effective group is one that can get some action on the problems of the poor people who make up the group.

There are two basic kinds of community organization:

1. The Issue-Oriented Group: This is a group created around a particular issue, or problem. Example: getting a street paved or getting better garbage collection, and so forth.

2. The Self-Help Group: This type of group tries to better neighborhood conditions by the efforts of neighborhood people. Example: A group formed to carry out a clean-up campaign, or to start a credit union. The Self-Help groups are usually formed by poverty agencies.

You will notice that there is a basic and very important difference between the issue-oriented group and the self-help group. The issue-oriented group tries to get changes by working with outside agencies, like the City Street Department or the Building Inspector's office. This means that the issue-oriented group must have direct confrontations with outside groups if it is to succeed. (The self-help group relies mainly on the initiative of people from the community.)

The specific conditions of each neighborhood determine which kind of group will work best. Both can be effective if -- and this is a big if -- they are change-oriented. Behind any successful community organization is a real desire and commitment to make basic changes in the way decisions are being made. The decisions that school boards make and the city agencies make do not take into account the problems of poor people. So poor people must organize so that they will have a strong group that can speak for their interests. Both issue-oriented groups and self-help groups can work for these changes.

Certain things must be true about a group if it is truly change-oriented:

1. The group must encourage each member to come to a new self-awareness.

We are talking about several things here. First of all, a change-oriented group must encourage pride. (Pride is what you think of yourself. Poor people because of their situation may think nothing can be done to improve their condition. Many poor people have lost hope in themselves and any solutions that might solve their problems.) This involves casting out the fear and insecurity society has forced on poor people. The idea that every person on earth does not have the right to live decently as human beings should be rejected by the group.

All ideas of inferiority must be excluded. Each member of the group must believe in himself. Each member must believe that he can give something to the group that will help lead to basic changes in the way poor people live.

This group as a whole, and each individual member, must believe in the necessity for change. They also must believe that this change will come about only through their efforts. No one is going to <u>give</u> anything to poor people. They will have to fight for a change.

2. A group that gets change must be action-oriented.

Talk is the beginning point of community organization, but the end is action on community problems. If the group is issue-oriented, it must wrestle with issues. If it is a self-help group, actual projects must be carried out. Otherwise, the people will not continue to support the group.

3. A change-oriented group must provide <u>real solutions to real problems</u> -- victories.

A group must tackle the problems that really concern the people, and the group must come up with real, workable solutions. An example of a problem that is real is substandard housing. An example of a problem that is <u>not</u> real is "communication." This is something the power structure is always saying. "There's a

lack of communication," they say. What they mean is that they want to talk about the problems and keep things quiet. But your group, if it is to get changes made, must keep its eye firmly on the real problem of bad housing. We can use a "commission" as an example of a solution. The power structure often suggests a commission as a solution to a problem. Whether a commission is a real solution depends on whether it has any definite and specific powers to deal with problems. For example, if the problem is housing, a commission is a real solution only if it has power to force landlords to fix their houses. If the commisssion is just a talking group, then it is not a real solution.

4. A change-oriented group must have both short and long-range goals.

Short-range goals are necessary because a change-oriented group needs to make concrete changes in people's lives. A house must be repaired; welfare injustices must be stopped; a man who was fired without reason must be defended. A group builds strength on winning short-range successes, but the group must also keep in mind the long-range view. The end goal is to make basic changes in the way the system operates. (We will talk about what we mean by "the system" later on.) And basic changes are going to take a long time. So the group has to be aware of

the direction it is going to take in the long run. For example, it is important to have the short-range goal for fixing individual houses. But it is just as important to work for the long-range goal of getting a completely new housing code that will make sure that houses don't get into such bad shape.

5. A group that gets changes must be <u>flexible and loose</u>.

We said above that the group should encourage a new self-awareness in its members. This can be done only if each member feels comfortable in the group meetings. This implies that the group should not get tied up with a lot of formal rules and regulations. Everyone should feel free to speak his piece. Time must be allowed for individuals to express what's on their minds until they are satisfied. The change-oriented group also must be careful to avoid letting one person or one small group run the whole show.

6. The change-oriented group must be realistic both in victory and defeat.

Victories keep people in the group. If the people see that the group is getting better conditions and dignity for poor people, then they will become involved in the group. But everyone in the group must be aware that battles will sometimes be

lost. If your group wins a victory, you must keep the ground and be aware that one victory does not mean that the battle is won. Also, if you suffer a defeat, your group must accept the defeat as temporary and realize that one defeat does not mean that the battle is lost.

WHAT WILL THE GROUP REALLY BE DOING?

A change-oriented organization of poor people is trying to do one basic thing: GET POWER.

Power is the ability to affect the actions that other people take.

Power can be used indirectly or directly. Power can be used indirectly to influence another person to make a decision that might not have made if the power had not been used. Power can be used directly to make the decisions yourself.

There are two basic kinds of power in America: Money power and People Power.

1. Money Power or economic power doesn't need any explanation. Money talks.
2. People Power is the kind of power that poor people can have. As things stand right now, people power is mostly a possibility and not a reality. People power is a goal to be worked toward. The power of

the people is only as strong as the strength of their organization.

There is a chart on the next page showing how power works in America.

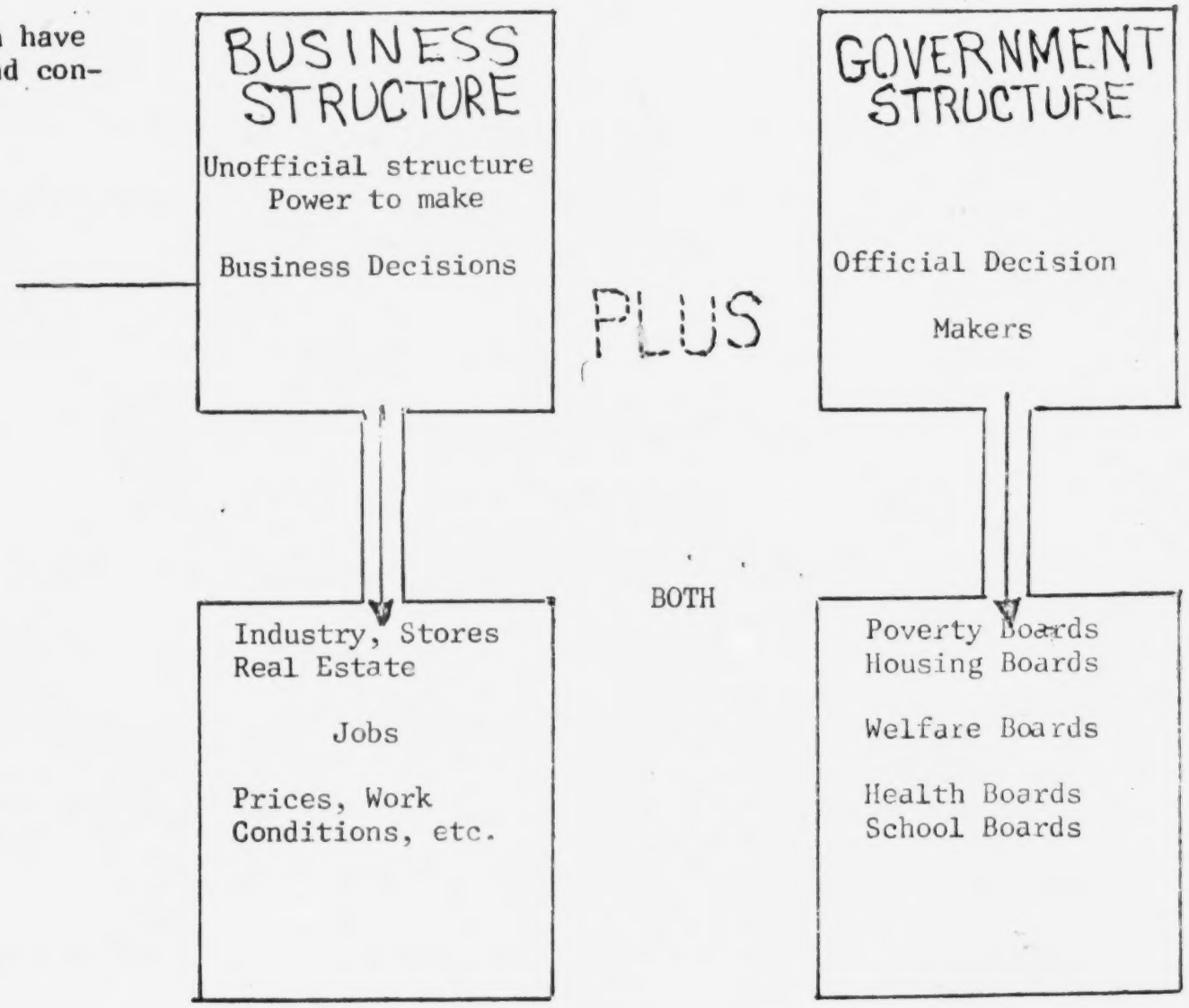
You can see by this chart that persons who control business and industries are the people who control such boards as welfare, health, school and the boards of poverty programs, and staff positions in these agencies are filled mostly by white persons. All of the boards are set up to deal with the problems of poor people, but they are run by non-poor people. The result is that these persons control two communities; they control the poor white community, and they control the black community. The system decides where poor people will live, what kind of houses they live in, what sort of health care they get, what their children learn in school and who gets a job and how much he is paid.

This is the "system" we talked about earlier, and this is the system which must be changed.

There are two possible ways to change the system:

1. A complete and immediate overthrow of the present system and replacement with a different system.
2. A gradual step-by-step change until the nature of the system is radically changed.

How Our Political + Economic System Works



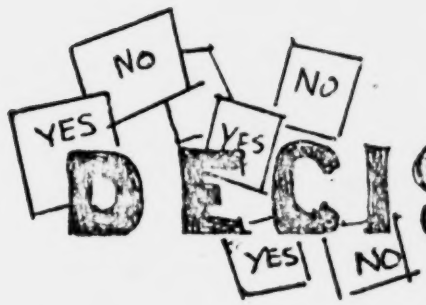
. . . majority of board membership

. . . Administrative staff positions

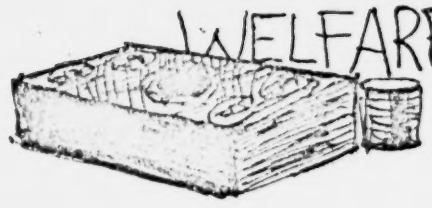
The kind of community organization we are talking about is geared more to the second, gradual kind of change in the system. Community organization does not mean tokenism or gradualism, it means keeping in mind the long-range goal of basic change while working for change right now. A complete, immediate overthrow of the present system probably is not possible right now, because the means for achieving this are not present. This is not an excuse for giving up. Community organization means that you, as an organizer, must become involved in the decisions that are made for the benefit of poor people.

It's important to remember that the system can be changed only through the efforts of a united community, and the key to this is organization of poor people. Low-income citizens have people power if they are organized. They also have a big stake in changing the system. They can provide the key to uniting the total community. Individuals from all levels must be brought together. The funeral home director must sit down as an equal with the bootlegger. The preacher must climb down from the pulpit and talk to the worker in the streets. Groups must organize together to make sure that the total community is together. Church groups, fraternities, civic groups, etc., must all unite around their problems and work together for the progress of the community.

GET THE COMMUNITY'S



DECISIONS

ON SCHOOL BOARDS,  WELFARE BOARDS,

CITY COUNCILS, AND

COUNTY COMMISSIONS.

YOUR ROLE AS AN ORGANIZER

Changing the way the American system works is like moving a mountain. Change is the goal of your group, and change is your goal as an organizer. The job is so hare, you will need certain qualities to make changes possible:

1. Hard work is necessary.
2. It will take time to make change.
3. Sacrifice is required. Sacrifice of time and energy and money and comfort.
4. Commitment to the long, hard struggle is absolutely necessary.

These qualities do not need much discussion. They are all necessary. The organizer should keep them in mind as he goes about his work.

Now, we want to say a few things about some of the opposition you might meet. You can be sure that if you are doing a good job as an organizer, you will make some enemies. Frederick Douglas said long ago that "there is no progress without struggle," and that is true today. There are many people opposed to the kinds of changes that community organization can bring. There are several ways people will try to hinder your work as an organi-

zer. They are:

1. They can try to buy you off. This can be done either directly by offering you cash, or indirectly by offering you a so-called better job.
2. They can put pressure on the person you are working for. They can call you an "outside agitator" or a "trouble-maker."
3. Another way is the oldest trick in the book -- to smear you personally with lies about your personal life.

These are some of the ways people who are against change may try to attack you. We mention them not to scare you, but to make you aware that you not only have to fight problems, but you also have to deal with people who want the opposite of what you and your people want.

INITIAL STEPS

This part of the booklet is going to talk about things that can happen from your first day on the job as an organizer until the first meeting of the community.

This is your problem as an organizer: You have people who are poor. They are poor because the system they live in -- and

the one you live in -- did not give them the tools to escape poverty. They have been given bad educations--the lowest jobs that pay the least money--and they have been crowded together in the worst part of town. As you begin your work, your people are individuals who are going their way alone. Your neighborhood will probably have old feuds and rivalries. Some people won't say good morning to their neighbor. Churches may be competing against each other.

One thing your people <u>will</u> share is poverty.

You can add a second thing for them to share: the idea that community organization is the best way for people to get together and work on their problems. It is going to take a good job by you to get this idea across. To sell the idea of community organization, you have to master two things:

1. You must <u>know your neighborhood's people and their problems.</u>

If you are working in a neighborhood where you have lived for a long time, you have a head start on learning the people and the problems. If the neighborhood is new to you, you'll have to start from scratch. Either way you will have to do a lot of walking. No one yet has found any other way to begin community organization except by getting out into the streets and walking

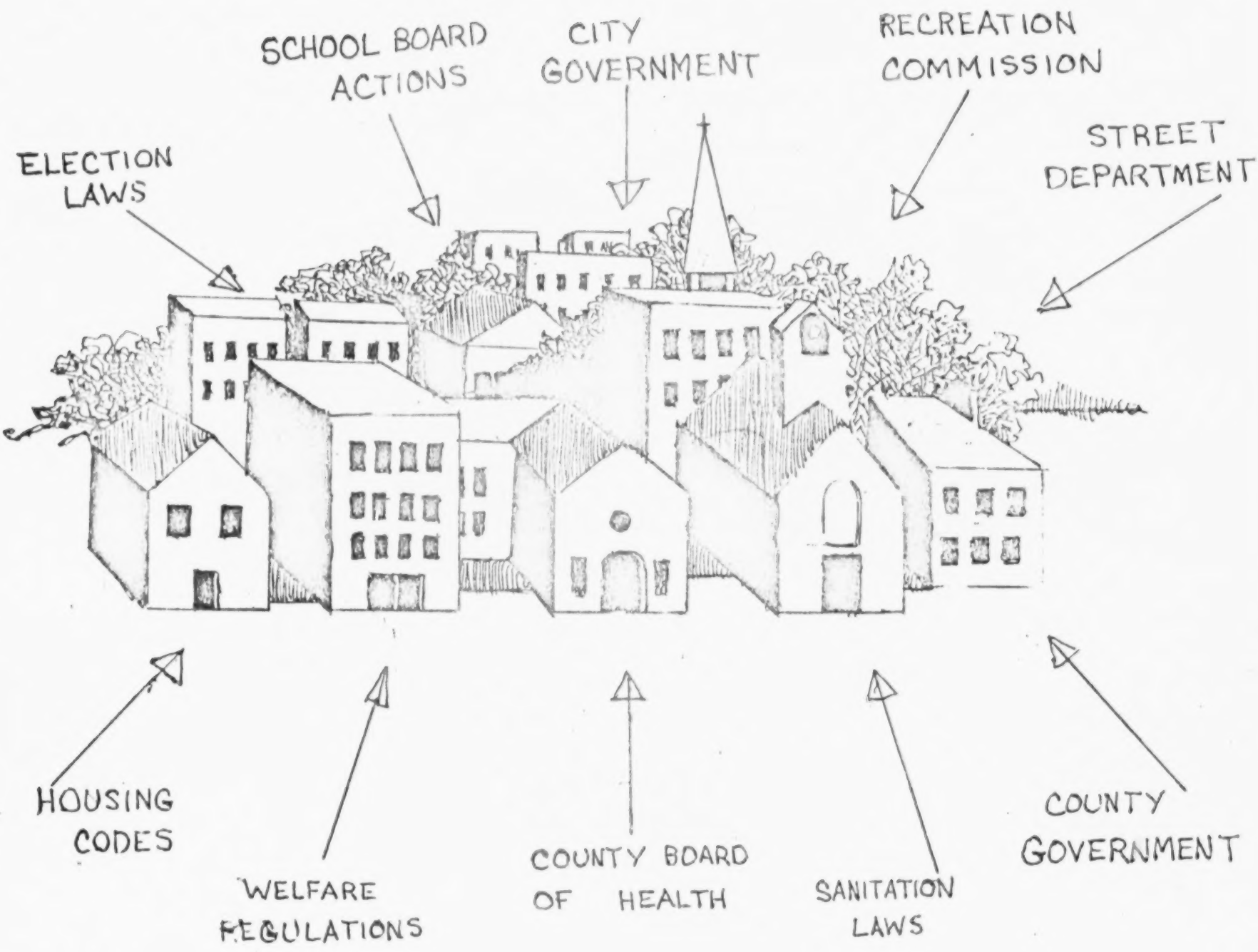
and meeting the people. The streets are textbooks for organizers, and the people are teachers.

The most important thing in the beginning is the way you come across to the people. What you say is not as important as how you introduce yourself. You can't just walk up on a front porch and say, "I've come to organize you." That's liable to fail and probably will get you kicked off the porch, too. If someone asks you about your work, you should explain it, of course. But, you don't have to push things. A suggested way to begin is to just introduce yourself and tell who you're working for. Then just talk about whatever the person wants to . If you find people who don't want to talk, or who are busy, leave and come back again. You will soon develop a sense of timing about when to talk and when not to, when to stay and when to leave.

Try to see yourself through the eyes of the person you are talking to. Are you coming across honestly? If this is the way the people see you, you will win their confidence. Their confidence in you will lead naturally to talks about their problems. When problems are brought up this gives you a good chance to suggest that you know other folks with the same kinds of problems. The logical thing then is to ask the person if he would

OUTSIDE FORCES

ON THE COMMUNITY



like to get together with some other folks and talk about ways to solve their problems.

2. You must know about the forces <u>outside your</u> community that affect your people. These forces include city government, county government, welfare regulations, housing codes, sanitation laws, election laws and school board actions.

A good working knowledge of systems is a strong tool of the organizer. A basic belief of community organization is that the people can make the correct decisions if they are given enough information. The trouble now is, they aren't being given enough power <u>or</u> information. The organizer must learn about systems -- about government, politics, economics -- so he can pass it on to the people.

Nearly every problem that poor people have is related to an agency, an official, or an individual who is responsible for helping solve the problem.

If your streets need paving, you must work through the street department to get the work done.

If your schools are not good enough, the school board must be forced to admit the problems and get to work on them.

If the neighborhood houses are run-down, the landlord must

be forced to fix them, either through enforcement of the city building code or through action by the people.

Community organization includes two educational processes that take place at the same time: (1) the community organizer educates the people as to the idea of community organization as a means for group action, and (2) the organizer educates himself about these systems and then passes on what he learns to the people.

There is no set time for how long it takes before you should start thinking about a meeting. Some communities may be ready in three days, others may take two months. One thing is sure, though -- having a meeting <u>just to have a meeting is a mistake.</u> Getting people to come out to a meeting is hard work, and they will expect to get something out of the meeting. If it turns out that the meeting is just a lot of talk and no action, they probably won't come back. So, a good rule of thumb is that a meeting -- and especially the first meeting -- should grow out of a specific need. A meeting should have a purpose.

You will have to work hard to make sure that the people turn out for a meeting. This is true especially in the beginning. You must explain very clearly what the meeting is about, where it will be held, and when. Some folks will have to be told

about the meeting several times. Even then they may not show up.

The <u>place</u> for the <u>meeting</u> is <u>important</u>:

1. It must be a place that the people can get to easily.
2. It must be a place where people can go and feel comfortable.

Most meetings, at least in the early stages of organization, are held either in people's homes or in churches. Either place is okay if the folks feel at ease there. You would not want to schedule a meeting at the home of a person who is disliked by most of the community. It would also be dangerous to have a meeting at a church where the preacher is a "Tom". These are important things to remember, if you have done a good job of learning the community, you will be able to spot the good and bad places to hold meetings.

Publicity for the first meeting can best be done by word-of-mouth and by heavy use of shoe leather. Other things that are helpful are leaflets and posters, announcements in church and radio ads.

MEETINGS: FIRST MEETINGS AND LATER ONES

The big thing that's usually discussed at the first meeting of a neighborhood council is structure -- officers, by-laws, committees, and so forth.

There is no single one set-up that's best for every neighborhood group. The general rule is that the best structure is the one that allows the group to act effectively and quickly on the problems.

The experience of neighborhood councils in many communities has shown that, in general, there are certain things that should be avoided, if possible.

1. Avoid electing officers the first night, if possible. This is because it's impossible to be sure who will be the best leaders without waiting awhile. For example, the persons who talk the loudest and the most at the early meetings will not necessarily be the best leaders. In fact, they are more likely to be persons who simply have had previous experience with meetings in their church or clubs. But this experience doesn't make them leaders. They may just like to hear themselves talk. The best leader for your group may be a very quiet person in the back of the room. But it takes time to tell. So, if at all possible, the group should be urged to put off electing

a president and other officers at the first meeting.

You might want to talk to your group about the idea of leadership. Some folks have the idea that a leader is someone who is different from the folks, somebody who is smarter than the rest and who stands apart from the "common" people and make speeches. This is not true. A leader is a man or woman who is in there with the people. Someone who feels with the people, who understands their problems, and who is dedicated to fighting for his people. At your first meeting, the people who look like leaders may be sort of middle class types. One of your jobs will be to make sure that they don't take over the meeting and turn your organization into a talking club.

2. Avoid a fancy structure. It's easy to fall into the trap of wanting a high-type group with lots of officers and by-laws and rules and such. The trouble with this is that an organization of this type is likely to scare off many of the people who need to be organized the most and who have a lot to give.

3. Avoid putting a lot of emphasis on Robert's Rules of Order. Nobody should be forced to know complicated rules in order to take part in a neighborhood meeting. Most groups have found that a good chariman can keep the meeting

rolling along without having to use a lot of rules.

But it will be helpful to you as an organizer to study Robert's Rules of Order. Sooner or later, your people will meet with outside agencies like the City Council or County Commission. These meetings often are governed by Robert's Rules of Order, and these rules can be used against you if you, or someone from your group, doesn't know them. Some of the basic elements of parliamentary procedure are listed at the back of this booklet.

So, when you are meeting within your community, formal rules aren't important. But, when you go to confront outside groups, it is necessary to know them.

It is suggested that the three things above be avoided so that the group can be flexible enough to act f ely. There are some things you can do to make sure the group remains democratic and loose.

1. Try electing rotating chairmen. Let the leadership pass among the group. Don't let the power become concentrated in one person, or a group of persons.

2. Keep the list of officers short. Most groups have found that they can work effectively with a president (or chairman), a vice-president, a secretary, and sometimes a treasurer.

If there is a lack of trust, you may form a finance committee,

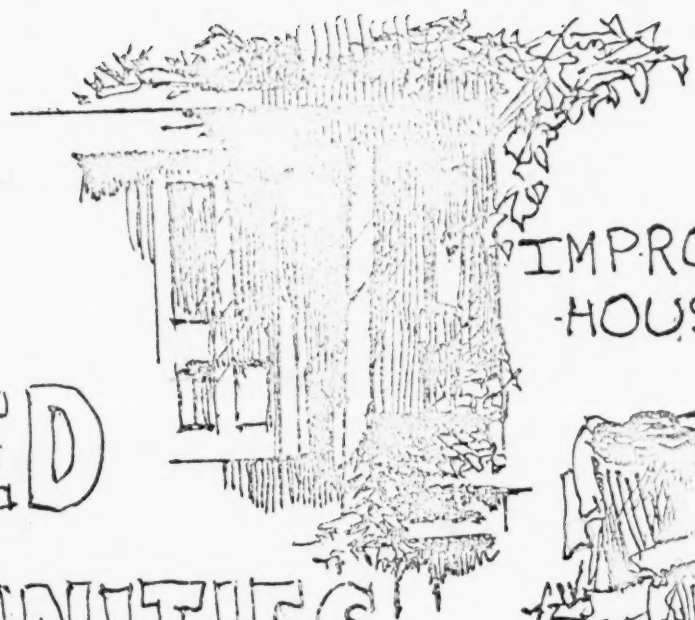
3. Give everyone an assignment. People work best when they feel that what they are doing is important to the group. Every member of your Council should feel that he is important. When you give assignments make sure that each person reports back to the group. This will make sure that things are done.

4. Arrange the chairs in a circle, if possible. This is a small thing, but it's worth doing. There is a feeling of closeness when people get together in a circle, facing each other. This feeling isn't as great when folks are arranged in straight rows, all facing a leader in the front.

This first meeting will provide you with a tremendous opportunity to learn more about the community. People will be very likely to want to get things off their chest. This will give you a chance to define the problems and see which ones seem to concern people most. You can soon begin to make a list of problems in their order of importance to the community.

For example, you might come up with a list like this:

1. Rent
2. Roof leaks
3. No bathroom
4. Don't make enough off welfare
5. Streets need paving
6. Need clean-up campaign



IMPROVED HOUSING

ORGANIZED COMMUNITIES

BETTER GARBAGE COLLECTION

FIGHT FOR PAVED STREETS

7. Roaches and Rats

8. Junk Cars

You will also be able to pick up useful information about the people themselves. You can watch to see which people come in together. Notice which people sit together. You can learn from watching to see who laughs at the things certain other people say. It will help your organizing work to notice who gets respect and attention when he talks. Also, it will help you to learn which people do not seem to have the respect of the group. Nearly every group has certain types of people who will present problems to the organizer. There are the obstructionists, people who are against everything just to be against it, There are religious people who feel that the problems of the poor are "God's Will." These are all problems you'll have to face. All of these little bits of information about people will be helpful. The more you know about your people, the fewer mistakes you will make in your community organizing, and the better your organizing goes, the sooner poor people will get power.

Your first neighborhood meeting is a step in the community organization process. Usually, no big decisions are made at a first meeting. It's mostly a getting-to-know-each-other thing.

The meeting is useful as a means of getting started. You can learn something about the people and their problems. As we said before, it's usually wise not to get bogged down in structure of your group at the first meeting. There will be plenty of time for electing officers later. You shouldn't make any decision at your first meeting that might come back to haunt you later.

WHAT TO DO BETWEEN MEETINGS -- AN ORGANIZER'S WEEK

Community organization is like an iceberg. There is a little showing on top and lot more out of sight. Meetings are the part of community organization that is above water. Most of the organizer's work is done quietly during the time between meetings. This section will deal with some of the things the organizers have to do between meetings. A housing problem will be the example used here, but the kind of work the organizer has to do applies to other problems. First of all, what is a good issue? A good issue is one that the people will get together on, one that they will work on, and ONE THAT CAN BE WON. If these three things aren't present, you don't have an issue. You can easily see why:

1. If a problem concerns only a very few people, it is not a community problem. If it isn't a community problem,

then it doesn't really come under your community organization work. It is true that you will have to do some "case work" on individual problems. But this should be only a means of strengthening community organization.

2. People have to be willing to commit themselves to working on the problem. If the problem is housing or sanitation or jobs or whatever, it is not an issue unless the people are mad enough to take action and not just talk.

3. You, as an organizer, do not have an issue if the problem cannot be solved. Success is very important to community organization. This is true especially in the early stages, but it is always true. People gain confidence and self-pride through successes. When they get a new stop sign through your work as an organizer, they also get other things: pride, a feeling of strength, and the desire to push on for more successes. Defeat takes away strength of the people. Sometimes you lose on issues. This is inevitable. There is absolutely no point in fighting a battle you know you will lose. Like taking some workers out on strike when you know there is a huge supply of cheap labor just waiting to get those jobs, or like trying a rent strike on a wealthy landlord who thinks his slum houses are a bother anyway and just wants an excuse to tear them down and kick the tenants

out. So the motto for community organization is: "Don't go into a fight unless you have a good chance of winning." If the people are defeated, you are discredited as an organizer. Organization becomes harder. It becomes even harder to work on those problems that <u>can</u> be solved.

Suppose your neighborhood group decides at an early meeting that they want to get their houses fixed up? So, they tell you to look into the problem and see what can be done. (As an organizer, you will have to perform some tasks at first that neighborhood folk can perform later.)

Suppose they tell you on Monday night to look into the housing problem and report back next Monday night. What do you do?

The first step is to define the problem. Your first way of stating the problem might be: The people's houses are bad, and they need fixing. Yet, this is too general to be of much use. You must find the answers to some questions:

1. How many people have a housing problem? All of the Community residents? Half? Twenty per cent? This is very important because in order to organize, you have to have a problem that is bugging enough people to make a good issue.

2. What exactly is wrong? Are rents too high? Do

the houses lack adequate plumbing? Are the windows and screens broken-down? Do the floors need fixing? Do the houses need re-wiring? These facts will be your ammunition as you fight the problem. As an organizer, your job is to have answers to questions like Building Inspectors and City Councilmen. The more answers you have, the more useful you are.

3. What is the cause of the problem? Who are the landlords? Does one man own most of the bad houses? Or do several landlords own them? Have they turned down the people's requests for repairs?

4. What can be done to solve the problem? Here you may come up with any number of possible things to do:

-- go to city hall and see if there is a building code. If there is one, find out whether the houses meet the standards of the code. If they do not, you can tell the City Council and ask them to take action.

-- write the landlord (or landlords) and ask them to fix the houses.

-- if one landlord owns enough houses that the loss of income would hurt him, you could consider a rent strike.

Finding out the answers to these questions is going to mean that the organizer is going to have to do some hard work. But

it's all necessary. You, as an organizer, have to come up with this information so you can take the people's general problem -- bad housing -- and turn it into an issue that can be organized around and, hopefully, that you can get a victory on. You should remember that the work you do on this one problem is in addition to your day-in and day-out job of meeting the people, listening to their problems, getting to know them, and getting yourself accepted as an organizer.

So, when Monday night rolls around and it's time for the meeting, you should have a good deal of information about the housing problems of the community.

This is where you can do something that will speed the process of organizing. When you give your report on housing, you have two ways of presenting it. (1) you can have <u>your</u> mind made up about what to do and you can give the group only information that supports your decision; (2) or you can tell the folks everything you learned, suggest all the possible courses of action, and let the <u>group</u> make the decision. The second way is more true to the spirit of community organization. The goal of community organization is to have a group of people working together to make their own decisions. So if you can get started on the right foot and encourage group decisions

from the beginning, your organization's efforts will benefit.

It may be that your council decides that they can and should fight one landlord who owns a lot of the houses that need fixing. Quite likely your group will want to invite him to a meeting of the council to talk about the problems. When the time and place of the meeting are set, you have two main jobs in between the meeting with the landlord.

1. To get all the information your people will need to confront the landlord. The work you did to report back to the group will provide you with much of this information. What you need to do now is to narrow your focus to this one landlord. Get all the facts about his houses: How many he owns, how much they rent for, whether they meet the building code (if there is one), when was the last time he fixed the houses, and so forth. It will also be helpful if you can get personal information on what kind of person the landlord is: Is he a hardline radical or can he be reached with reason? Where does he get his money? Will he respond better to persuasion or to force?

2. To set up and conduct a pre-meeting. A pre-meeting is a meeting where the neighborhood people get together and plan strategy for a meeting with an outside person or agency.

Pre-meetings are very important. They can make the dif-

ference between a successful confrontation or one that fails. The power structure has always gotten together in small, private groups to decide what they will do in public at city council meetings and housing authority meetings. The community organizer should use pre-meetings as a tool. He should talk with the group and discuss exactly what the people want from the upcoming meeting. Do they expect the landlord to fix all the houses at once? Some of them at once? Or will they be satisfied with a promise to fix them sometime?

Once the objective of the meeting is decided, the organizer can suggest tactics to achieve the objective. He can make sure specific people are picked to bring up important points. The organizer can provide the group with <u>facts</u> about exactly which houses don't meet the housing code. He can make sure somebody from the group is ready to stand up and tell the landlord exactly what the people want. Details of time and place and transportation can be worked out at the pre-meetings. Someone can be appointed to keep notes on what happens at the meeting.

The organizer should take care at pre-meetings to explain to the people exactly what might happen, or might not happen, at a confrontation meeting. He should not lead the people to expect overnight miracles. This is a hard problem, because the

organizer also has to keep the people's hopes up and the organizer also must strike a realistic balance between inspiring the people and keeping them aware of the realities of their problems.

A good pre-meeting is a sure way of getting the most of a meeting with the enemy. If the organizer has done his preliminary work, he can only wait and see how things turn out. The landlord may not turn up. Or he may be stubborn. The landlord may be afraid. He may tell you to go to hell. Your people may get shy when it gets down to the nitty-gritty of facing up to the man.

Whatever happens at a meeting -- any meeting -- should be turned into a victory. Community organization feeds on victories, no matter how small. If the landlord shows up, that's a tribute to your people's power. If he doesn't show up, maybe he's scared, and you can use that to beef up your group's morale. If the landlord makes a few repairs, you can point this out as a victory, although you shouldn't be tricked by token repairs. If the landlord gives the folks everything they asked for, you can claim this as proof of the power of the people and the power of community organization. If the landlord doesn't do anything, use his refusal to indicate that the people don't have enough power and that more organization is necessary.

The two main things to look out for are:

1. Getting the folks' hopes too high

2. Getting caught by surprise at a move by the enemy

Both of these dangers can be avoided by the good organizer. Honesty and realism will keep the people's hopes at a reasonable level. The organizer can pretty well spot what the enemy's choice of response is. The organizer can relay these to the people and suggest plans of action to meet every possible move on the enemy's part.

We have stressed the importance of action all through this booklet. One thing to remember is that action and planning must go hand-in-hand. The group should never take any action that is not backed up by good thinking and consideration of all the things that might happen if the action is taken. Good planning by you, the organizer, and your group will make sure that the odds are good that the probable benefits of the action will outweigh the risks involved.

A WORD ABOUT THE LONG-RANGE VIEW

One thing poor people can learn from the power structure man is the need for long-range planning.

When the power structure makes plans for urban renewal,

they do it on a twenty-five year basis. Plans for public housing are made over a period of years. Projections for spending in other areas that affect poor people are also made on a long-range basis.

When the urban renewal bulldozer is outside your house, it's too late to say, "Hey, we'd better get together and make some plans."

As an organizer, you will be in a good position to study the power structure in your community. You can see first-hand how it works. You can analyze its weaknesses and determine where it can be attacked. You and your fellow organizers and your allies should constantly discuss long-term strategy. While working on relatively short-range projects, keep in mind the need for long-range goals. For example, if there are plans for new public housing in your community, you must get in on the planning. The same goes for programs in your schools. Also for proposed zoning changes, bond issues, and so forth.

As you work, you should constantly evaluate yourself and your work. The worst trap to fall into is getting into a rut. It's easy to repeat yourself and to do things because they are easy.

1. One way you can check on your community organiza-

tion is to find out what the people think about it.

2. Another way is to check what projects you have going, which ones are succeeding, and which ones aren't doing so well.

3. Attendance at meetings and enthusiasm are check points.

4. Finally, a sure sign that community organization is going well is a high level of participation within your neighborhood group. A strong group is one where everybody takes part, where no one is afraid to speak up and where you have many leaders.

A community organizer's goal is to work himself out of a job with one group of people and move on to another. When you see your people taking on leadership and responsibilities, you know that your work is succeeding.

ADDENDUM

PARLIAMENTARY PROCEDURE

Formal Rules for Meetings

A motion is a suggestion that the neighborhood council take action on something. This is how you make a motion:

Suppose you want the group to conduct a neighborhood clean-up campaign.

1. You raise your hand or stand up so that the chairman (the president) says you can talk.
2. You tell the group what you are suggesting. "I move that our neighborhood council have a clean-up campaign."
3. Someone has to back you up by seconding the motion.
4. Then there is a discussion.
5. Then the Chairman repeats the motion so that everyone understands it.
6. The group votes on it.

Now a motion is just something that was made up so that meetings can move along. Your neighborhood group may not need to carry out its business by motions and other formal rules. BUT you will need to know something about formal rules of meetings so you can handle yourselves when you meet with outside groups, like city councils, school boards, or recreation commissions. These groups go by parliamentary procedure. The

list below contains some of the things you will need to know about formal meetings. You can use this list when you need it. If you need more information, call someone in to explain things to the group.

WHAT TO SAY AT A FORMAL MEETING

IF YOU WANT TO . . .

1. Stop the meeting for a short time to take a break, you say: "MR. CHAIRMAN, I MOVE THAT WE RECESS."
2. Set a time for the next meeting, you say: "MR. CHAIRMAN, I MOVE WE FIX THE TIME OF THE NEXT MEETING."
3. Ask someone to speak louder, or open a window, or call attention to something concerning the comfort and well-being of the people at the meeting, you say: "MR. CHAIRMAN, I RISE TO A QUESTION OF PERSONAL PRIVILEGE."
4. Bring a discussion back to the subject or get to the main part of the agenda, you say: "MR. CHAIRMAN, I CALL FOR THE ORDERS OF THE DAY."
5. Correct a mistake that is against the by-laws of

the group, you say: "MR. CHAIRMAN, I RISE TO A POINT OF ORDER."

6. Get more information on the business being discussed, you say: "MR. CHAIRMAN, POINT OF INFORMATION."

7. Question a chairman's decision, you say: "MR. CHAIRMAN, I APPEAL THE DECISION OF THE CHAIR."

8. Discuss something without having to stick to the rules, you say: "MR. CHAIRMAN, I MOVE THAT WE SUSPEND THE RULES."

9. Stop a motion YOU have made,you say: "MR. CHAIRMAN, I WISH TO WITHDRAW THE MOTION."

10. Prevent discussion of a motion, you say: "MR. CHAIRMAN, I OBJECT TO CONSIDERATION OF THE MOTION."

11. Have a motion put aside until later, you say: "MR. CHAIRMAN, I MOVE WE TABLE THE MOTION."

12. Bring up a motion that has been tabled, you say: "MR. CHAIRMAN, I MOVE THE MOTION BE TAKEN FROM THE TABLE."

13. End (or limit) a discussion, you say: "MR. CHAIRMAN, I MOVE THAT WE CLOSE (or limit) DEBATE."

14. Put something off until another meeting, you say:

"MR. CHAIRMAN, I MOVE WE POSTPONE THIS MATTER."

15. Ask a committee or a member to study an idea or recommendation, you say: "MR. CHAIRMAN, I MOVE WE REFER (OR RECOMMIT) THIS TO _____."

16. Change or add to someone else's motion, you say: "MR. CHAIRMAN, I WISH TO AMEND THE MOTION." (YOU CAN AMEND A MOTION ONLY TWICE.)

OTHER WORDS YOU SHOULD KNOW

1. ABSTAIN - Not voting one way or the other on a motion.
2. ADOPT - To approve or accept.
3. APPOINT - To assign a person to a job or position.
4. CAUCUS - A meeting of organization leaders to decide policy, candidates and/or plans.
5. CHAIR (THE) - Position held by chairman or leader of group.
6. COMMITTEE - A small group that studies, reports on and recommends part of an organization's program.
7. GENERAL CONSENT - A silent, unanimous vote; if even one member objects, the motion must be voted on.

8. MAJORITY OPINION - The decison of most of the voting members of a group of committee.

9. MINORITY OPINION - The decision of less than half of the voting members of a group or committee

10. MINUTES - Official record of a meeting

11. NOMINATE - To recommend a person for election to office. (Nominations do not require a second.)

12. PENDING - Undecided; still before the group.

13. PRO TEM - Latin for "temporary".

14. PROXY - Permission from another member to vote or act for him.

15. QUESTION - Another name for a motion

16. RESCIND - To take back; withdraw.

17. RESOLUTION - Another name for a motion; a policy statement.

18. STANDING COMMITTEE - A committee that continues from year to year; a permanent committee.

19. SPECIAL COMMITTEE.- A committee that is appointed or elected to handle only a specific thing; a temporary committee.

20. SUBCOMMITTEE - A smaller committee formed within a committee.

21. UNANIMOUS VOTE - When everyone votes the same way.

22. VETO - To disapprove.

PROPOSAL

Sometimes it becomes necessary for the community organization to seek support from outside sources or agencies. Getting people involved in activities for change at certain points may require funds or support for the expense of the operation. Sometimes (issue-oriented groups) you may need funds for office supplies, personal assistants to help persons who are facing loss of jobs and other possible reactions from the power structure. There are certain points to remember about accepting funds:

1. You should not accept funds from persons or organizations that are not trusted by the community (politicians, churches, civic clubs, etc.).
2. You should not accept funds from political parties that may hinder you from getting funds from other sources with different political orientations.
3. Your organization should stipulate who to accept funds from, how the funds will be used and what role contributors will play in the organization. (personal contributors)
4. In the case of foundations or other agencies (OEO) there are certain guidelines the organization will have to follow.

5. It is important before applying for any funds that the community has reached a point in its organization to handle funds without spliting the organization.
6. Do not expect to be funded in a day, week, or month. It takes time to get funds because they are scarce and there is competition from other groups or organizations.
7. Do not build the hopes of the members of the Community or organization about getting funds.
8. Find out how the community will react to money. If they are too eager about who will spend the money or how the money will be spent or asking for certain positions, then they are not ready to handle large sums of money.
9. Remember funds are only to help the organization to be more effective. The organization must keep its purpose and objectives in mind (to better the conditions in the community).
10. If the organization is funded it is important that the money is used properly.

SIMPLE STEPS IN WRITING A PROPOSAL

There are certain points to consider in writing a proposal, (This sample is only a guide for writing a proposal. This is not a proposal.)

1. It is always important to write to the foundation or organization requesting information about their organization. This is necessary in order for you to know what kind of organization they will lend support and what they expect from you, The information will let you know what kind of proposal to write and what to include or exclude.
2. The form and structure of a proposal will vary according to the purpose and objectives of the community or organization.

SAMPLE OUTLINE:

1. A general area background - city, state county.
2. It should include population total, black and white ratio. Past activities of the group. In the case

of cooperatives: the employment rate, job opportunities, unemployment, major industries, black owned business and approximate average income. Existing programs (government or private) or community groups or other cooperatives.

2. Description of Program - kind of program and purpose of program. Explain how this program differs from other programs existing in the community and how this program relates to other program. How long will the program last and how many persons will the program involve or employ. How does this program relate to the problems of the general community. A structural diagram of the organization (Community organization only).

3. Personnel Duties and Responsibilities - Explain the functions of each position and how they relate to the organization.

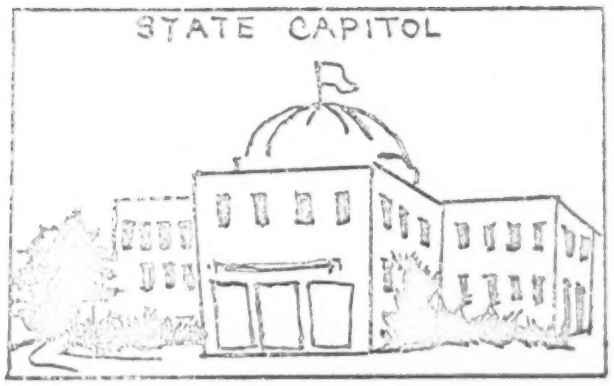
4. Budget Outline - Explain in outline form how money will be spent.

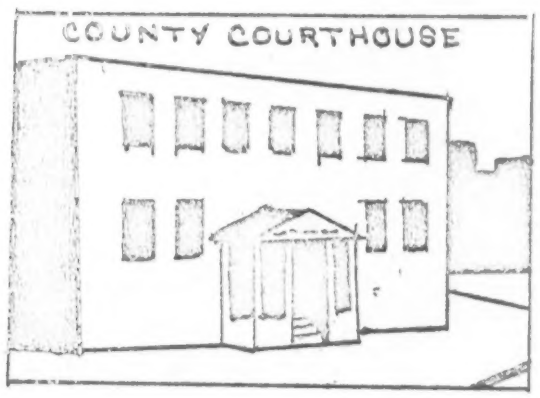
GENERAL INFORMATION

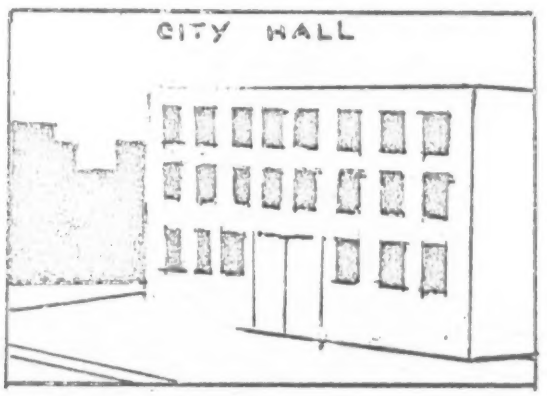
ON

CITY, COUNTY, AND STATE GOVERNMENT

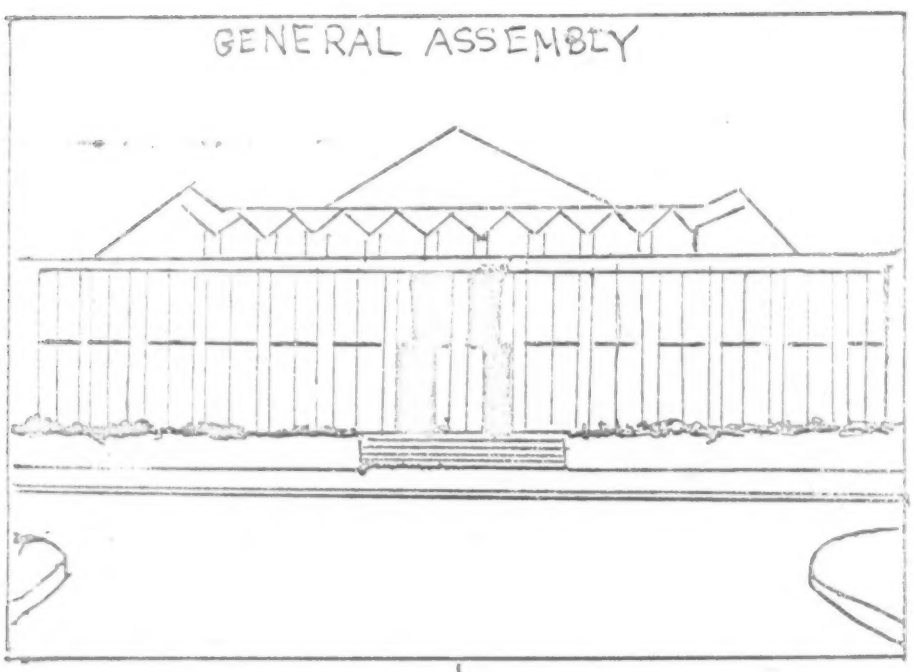
This is a general outline of city, county, and state government. This may vary from one area to another. It will be safer to find out the structure of your city, county and state government. It is important that you know what agencies or department you are attacking and its functions.


STATE CAPITOL

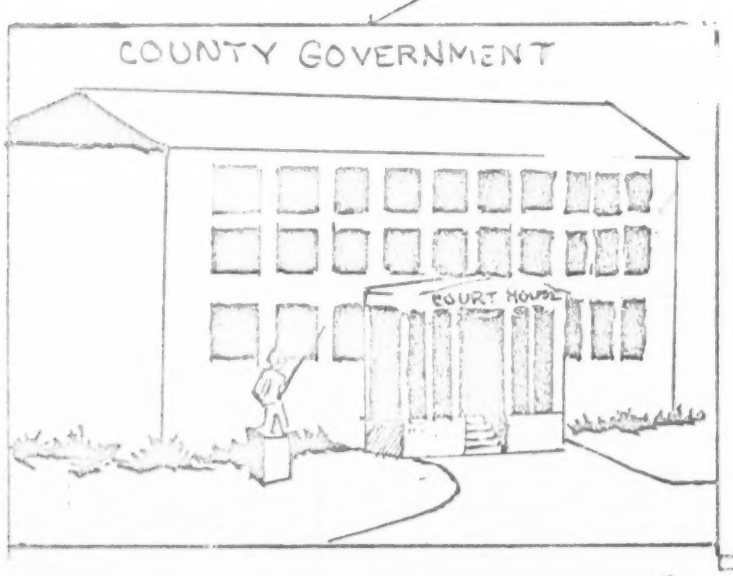

COUNTY COURTHOUSE

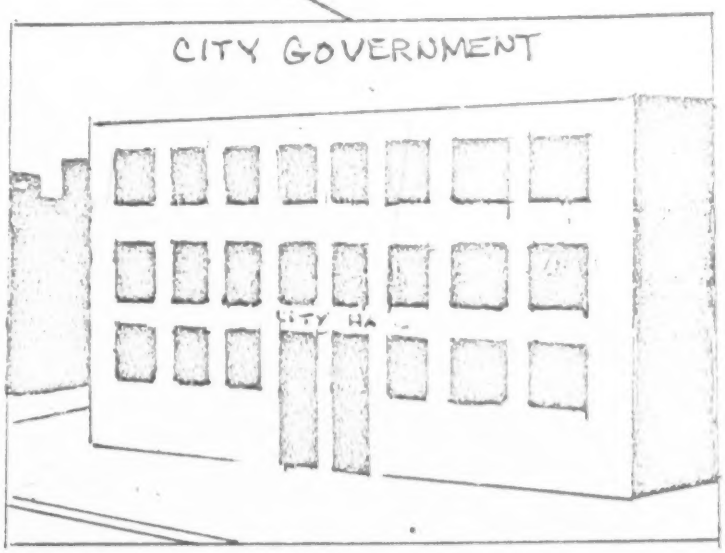

CITY HALL

CITY AND COUNTY GOVERNMENTS GET THEIR POWER FROM THE STATE GOVERNMENT

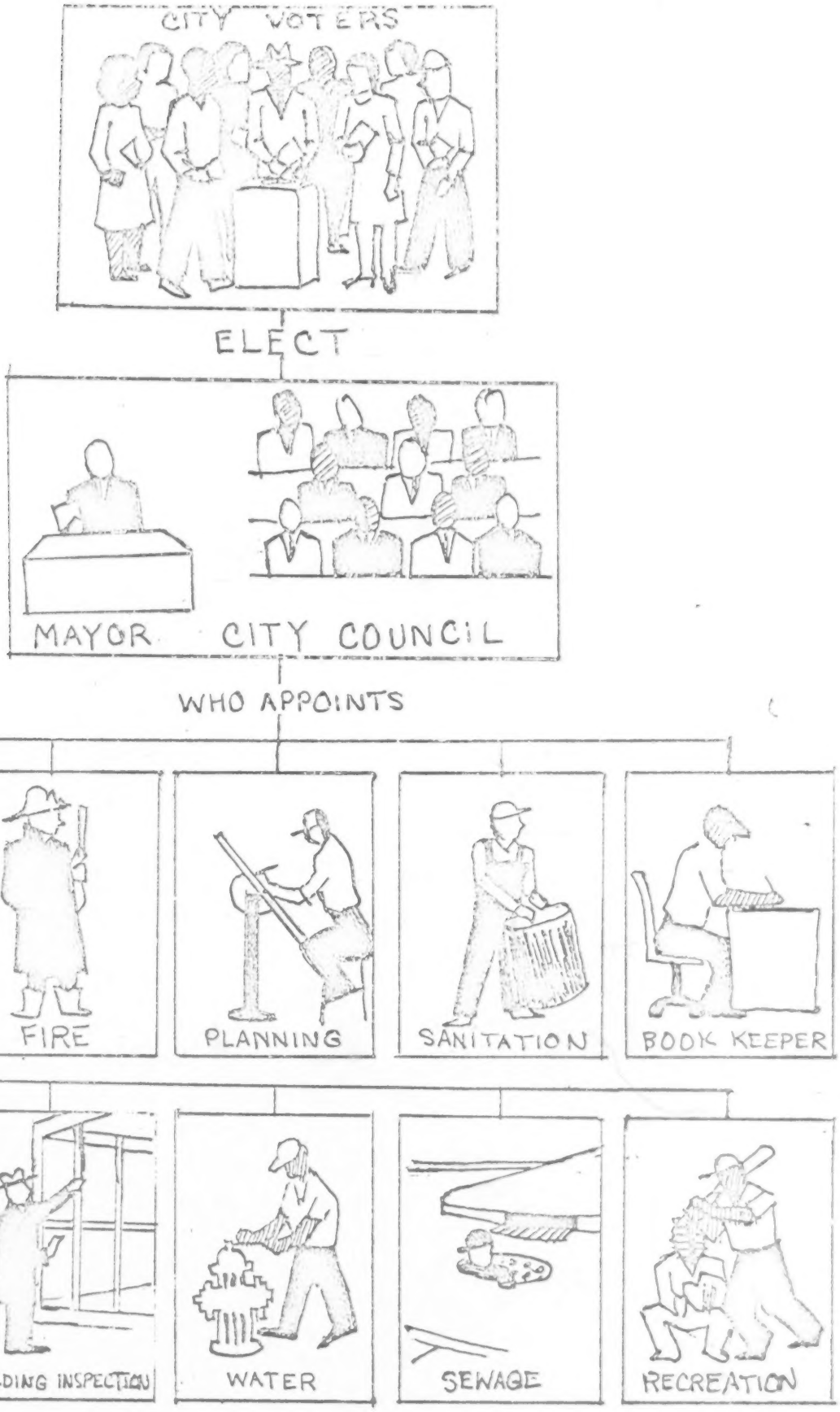


GIVES POWER TO GOVERN TO

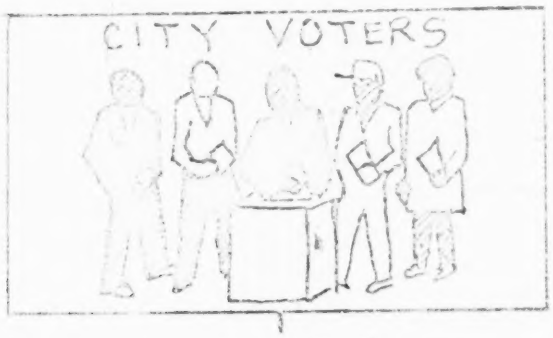




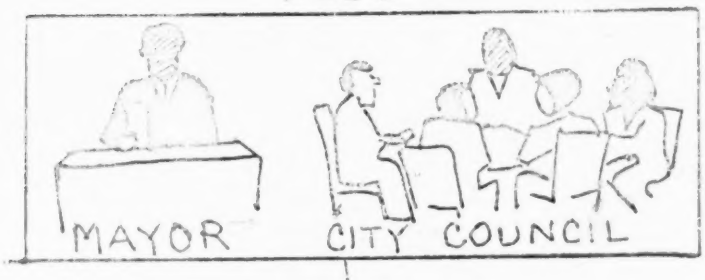
MAYOR-COUNCIL FORM



COUNCIL-MANAGER FORM



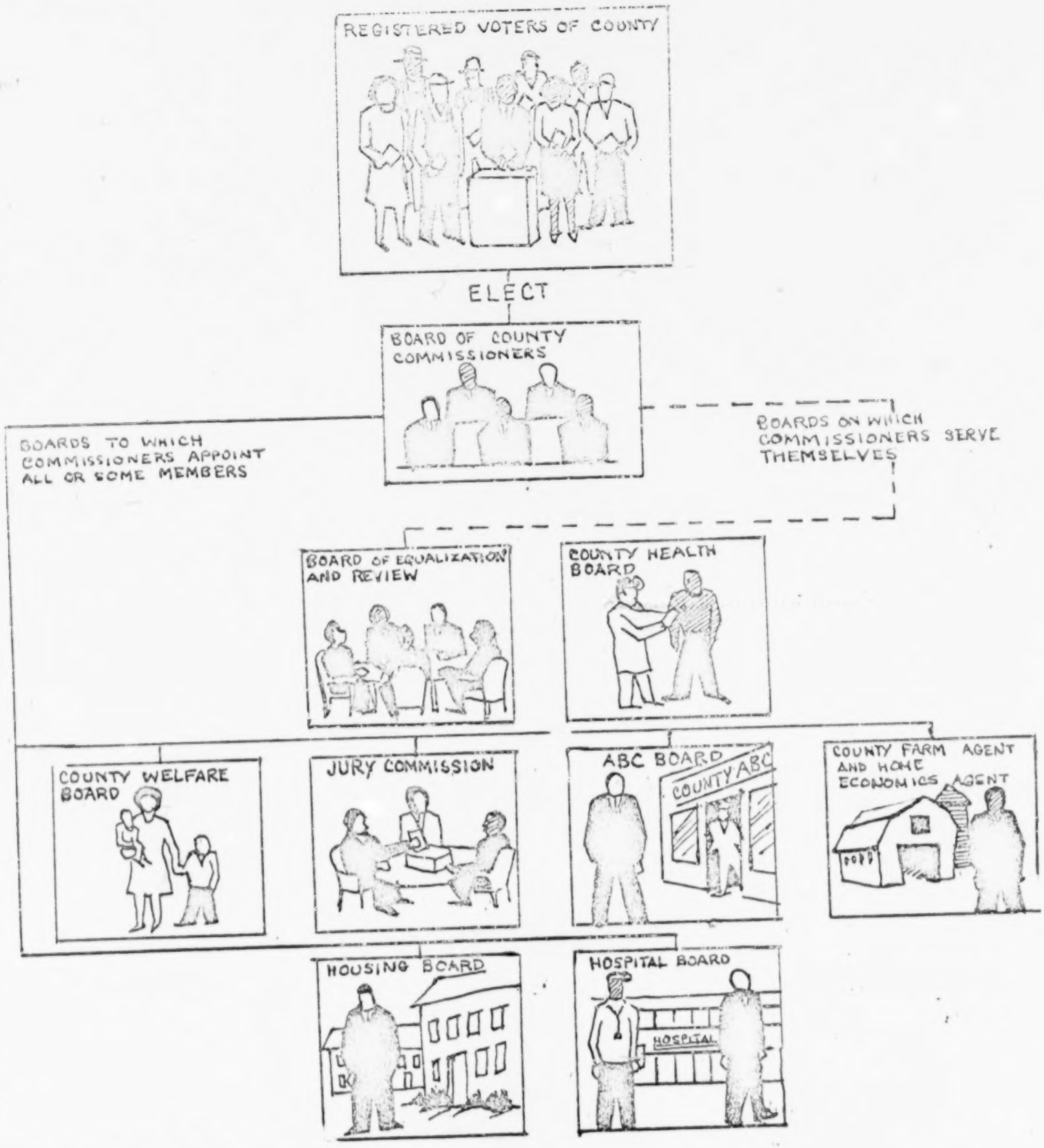
ELECT



WHO APPOINT

WHO APPOINTS

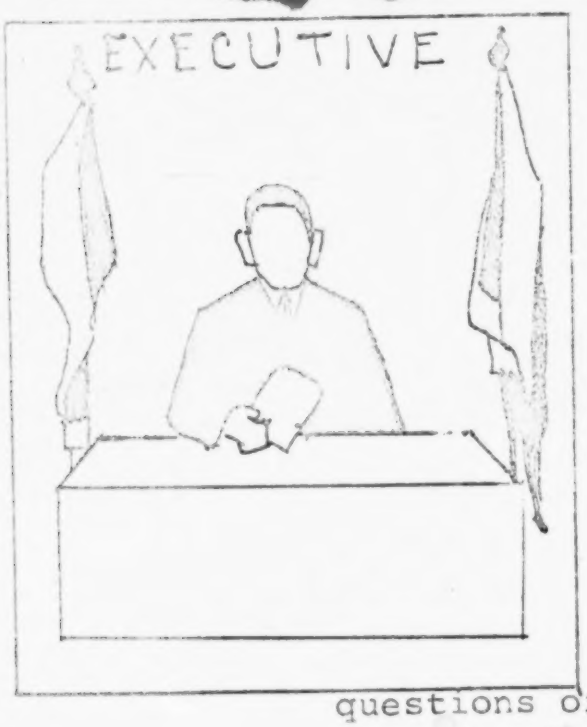
BOARDS ON WHICH COMMISSIONERS SERVE AND APPOINT MEMBERS

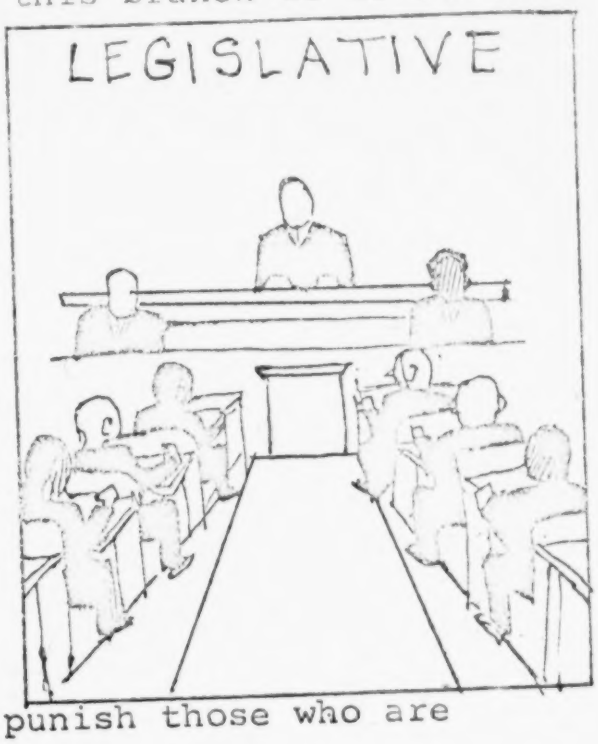


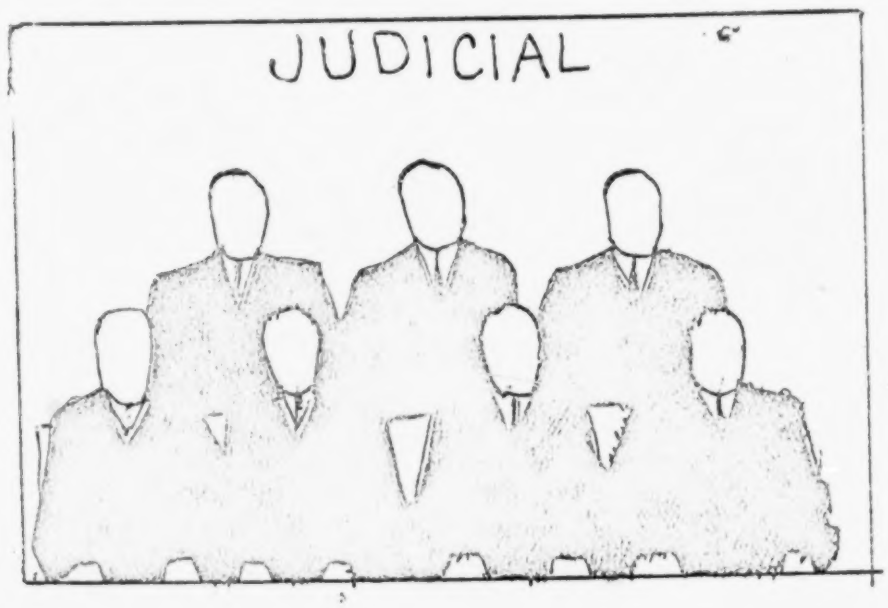
STATE GOVERNMENT

The State government is divided into three parts just like the United States Government. The three parts are:

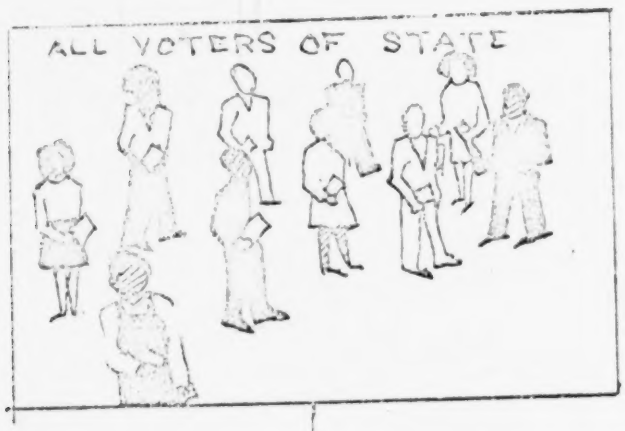
- Executive. This part is made up of the Govenor other elected officials and boards. The job of this branch is to run the government and enforce laws.
- Legislative. This is the General Assembly which meets in Raleigh. This branch makes the laws about how the government is to be run.
- Judicial. This part is made up of the different courts of law. The job of this branch is to decide questions of law and help punish those who are proved guilty of crimes.







ELECTED EXECUTIVE OFFICIALS



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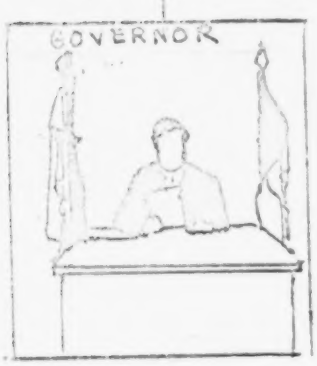
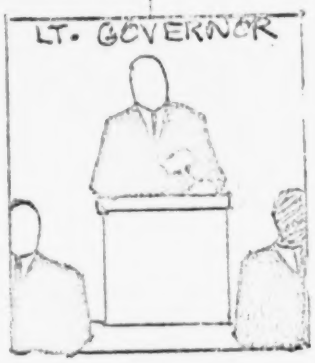
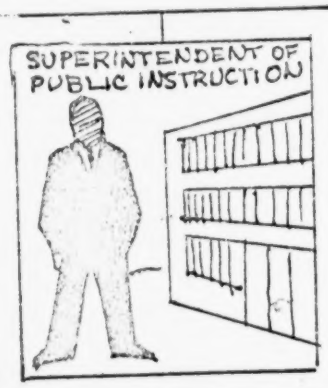
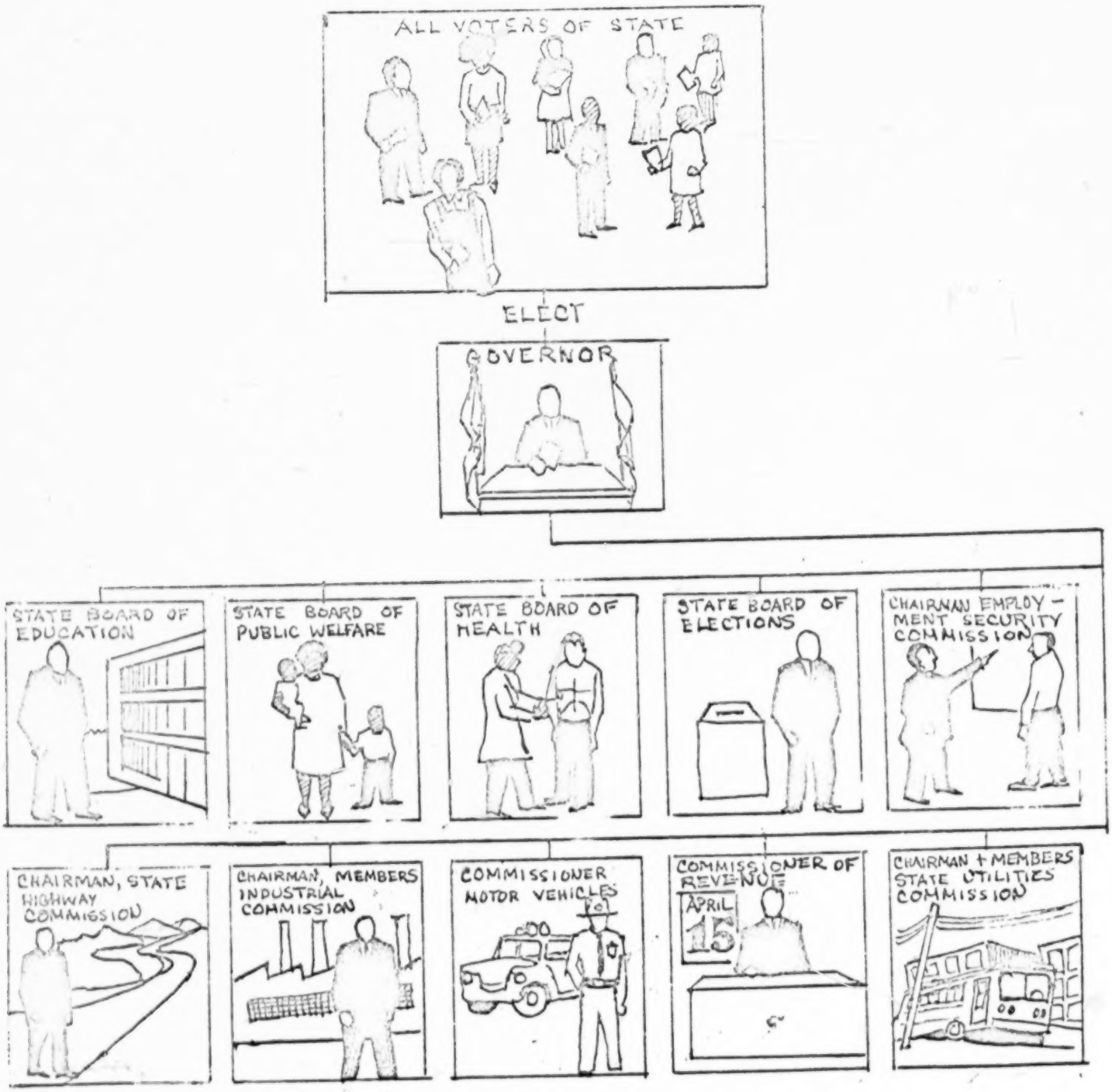






OFFICERS, BOARDS AND COMMISSIONS APPOINTED BY GOVERNOR



ERIC Clearinghouse
SEP 13 1971
on Adult Education